

28 January 1988

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Director of Training and Education

SUBJECT: Weekly Report

\* 1. The third running of the Office of Training and Education's (OTE) course on Understanding Insurgency and Counterinsurgency was held 19 - 22 January. Nineteen students attended, including four from NSA. The course included case studies on El Salvador and Afghanistan which featured speakers from both the DI and the DO.

[Redacted]

3. Approximately 20 people attended the Interdirectorate Seminar sponsored by OTE's Center for the Study of Intelligence the evening of 19 January 1988. Assistant NIO for the USSR and author of the recent estimate "Wither Gorbachev", shared with the group his views on the tactics Gorbachev is pursuing, his chances for success, and the implications of these policies for US-USSR relations.

4. During calendar year 1987, OTE's Secretarial Training Branch approved credit for 135 self-study Skillbuilder courses completed by field secretaries. Course exercises were graded by the appropriate instructors, and a memorandum of completion was sent to the student's Training Officers. OTE also approved 262 Secretarial Course Substitution Requests last year. Credit for the courses was posted in the employees' official training records.

5. OTE has started development of a computer-based-training (CBT) version of a training program for TSA clerks. OTE's goal is to have the CBT course ready by July 1988.

[Redacted]

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26 January 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[Redacted]

Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [Redacted]

1. The initial running of the "Intelligence Issues and Challenges Course" (formerly the Advanced Intelligence Seminar) is scheduled full-time from 8-12 February; the pre-course meeting is on the afternoon of 1 February. The class will be held in Room 1001 with the exception of an afternoon trip to Capitol Hill on 10 February. Twenty-one participants are enrolled; two alternates will be held over for the next running unless last minute cancellations permit them to join this class. The twenty-one include: 4 from the DI, 3 from the DO, 6 from the DA, 5 from DS&T, 1 from the NIC, and 2 from the IC Staff. Grades range from GS-13 through SIS-1. The DDCI has agreed to address the class at 1500 hours on 12 February in Room 1001. [Redacted]

2. On 20 January 1988, [Redacted] Executive Development Staff and [Redacted] Science and Technology Institute, met with Dr. Robert Tippetts representing Shipley Associates, Bountiful, Utah. Dr. Tippetts explained Shipley's new technical writing course ("Making Executive Presentations") and the train-the-trainer program. An invitation was extended to observe Shipley courses offered in the Washington area. They are a professional group, however, we don't plan to use them. [Redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

4. "Managing in CIA" ran for the first time in CY 1988 to an audience of 23 new managers on 20-22 January. As usual, students were extremely positive about the course, giving it an overall evaluation of 4.6 out of 5.

25X1 [redacted] chaired, assisted by [redacted] [redacted]

We again showed the CT ethics tape, "A Matter of Trust." For the first time, we asked on the evaluations for a rating--it got a "3". Students commented that although the subject was an important one, the film was too elementary and was not couched to the concerns/interests of managers on this subject. MTB is considering developing its own segment on the subject and will coordinate with others in OTE who have expertise in this area. [redacted]

25X1 Manager-in-residence [redacted] D/OSP, participated in the course as a commentator in the segment on PAR writing, and as a panalist in the Career Panel ranking, In-box and Individual Action Plan exercises. [redacted]  
25X1 C/Advanced Projects Division/OIA, served as the participant-observer for this running. In a discussion with C/LDD and C/MTB after the course, both praised the programs (although offering substantive fine tuning), and said that they thought their most useful contribution in the future would be as commentators rather than full-fledged instructors (both seemed very unsure of their ability to be the primary person handling a segment). The discussion also indicated that in order to get full-value from the managers-in-residence they will need more guidance, structure and hand-holding as to their role. Rather than the summary material and student notebooks they now get before attending the course, first time managers will receive a complete set of course materials to include instructor notes and supplementary reading materials. [redacted]

25X1 5. "Managing Change for Managers" ran in the Electives for Managers program on 19 January. Twenty students gave it an overall evaluation of 4.2. Contractor [redacted] made a number of changes in this running in response to past student comments. This included less abstract discussion and more application of principles relating to change in the work-place situations. [redacted]

25X1 6. POCM Program Director [redacted] and POCM instructor John [redacted] are on the hard-luck assignment this week of attending the annual CCL sponsored POCM conference in Miami Florida (24-27 Jan). The conference enables the various organizations that offer POCM under CCL auspices to compare notes on changes, share ideas for improvement, exchange resources and network to solve mutual problems. Usually a number of ideas for improving the quality of the program emerge from the discussions. [redacted]

25X1 7. [redacted] met with [redacted] DO/C/P&CS to discuss his participation in the upcoming Executive Seminar to be held 22-26 February. He will address the group 23 February on the subject of Law, Ethics and the CIA. [redacted] was detailed to the Deputy Director of Operations to assist in his preparation of testimony before Congress on the Iran/Contra affair. [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

The precourse meeting for Executive Seminar #11 was held 22 January at Headquarters. Twenty-two new SIS officers enrolled for this running; 25X1 eighteen attended the precourse. [redacted] gave a briefing on the history of the course and participants received an overview of the week's activities 25X1 from [redacted] Training Assistant, assisted with the 25X1 administration of assessment instruments and surveys. [redacted]

25X1 8. [redacted] from the Leadership Development Division met with DS&T training officers on 12 January to discuss the interpersonal skills training program being developed by OTE. The program, which includes six courses designed for non-manager--technical/professional officers--was presented to the STOs on 7 January for their endorsement and prioritization. The meeting with the DS&T Training Officers was to brief ✓ them on the courses and to answer questions about scheduling, location, and registration procedures. Enthusiasm for the program was high. In fact, the Training Officers wanted to know if they could start sending registration forms now even though OTE has not officially begun advertising the courses. The course priorities set by the Senior Training Officers are:

- 1 Leadership Styles and Behavior
- 2 Negotiate To Win
- 3 Creative Problem Solving
- 4 Communicating Non-Defensively
- 5 Conducting Effective Meetings
- 6 Improving Your Work Skills

LDD is also developing a program of relevant self-study materials to supplement classroom offerings. These materials, largely commercial products, are unclassified and will be available through the OTE Learning Centers. 25X1 [redacted]

25X1 9. Five members of LDD [redacted]

25X1 [redacted] participated last week (19 January) in the Office of 25X1 Finance (OF) Budget and Finance conference held [redacted] for 75 B&F Officers and OF top management. Two meetings were held with OF management prior to the conference to outline how a four-hour block of time could best be used to discuss B&F management/leadership issues. Small group discussions, with LDD members leading them, was the design selected. Topics discussed in small groups included: a) the role/functions of the B&F Officer, b) Agency image of B&F Officers, c) Development of new personnel, and d) Competing interests--the consumer vs OF. Ideas were captured on flip chart paper and reported out and discussed further at the evening plenary session. OF top management were delighted with the outcome of the session to include the level and intensity of participation as well as the quality and insightfulness of the reports. Time permitting, LDD will continue to provide this type of support; it benefits them and keeps us close to our customers.

25X1 [redacted]

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MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (18-29 January 1988)

Where We Are Now

25X1 1. C/CBTG met on 20 January with [REDACTED] Director  
 25X1 and Deputy Director of OIA, to discuss possible application of videodisc  
 25X1 technology in OIA's new training initiative. He brought back a paper by [REDACTED]  
 25X1 [REDACTED] that represents a "first-cut" at analyzing the issues, and was invited to  
 25X1 attend a future meeting where they will be further discussed. [REDACTED] and  
 [REDACTED] will view a demo of [REDACTED]  
 [REDACTED] (at CoC) on Wednesday, 27 January.

25X1 2. [REDACTED] conducted the kickoff meeting for the ELECTAS CBT  
 development project on Friday, 22 January. This project will design ELECTAS  
 T&A training in an intensive workshop from 25 January - 12 February. CBT will  
 25X1 be written over the course of the next 5 months. A complete ELECTAS CBT  
 course for T&A clerks will be ready on or before 29 July 1988. [REDACTED]  
 CBTG's new programmer, will play an important role in solving coding problems  
 to make this happen.

25X1 3. [REDACTED] reports that the [REDACTED] trip was successful in the  
 sense that the required space for an OTE classroom and learning center is  
 25X1 intact. [REDACTED] will research all known vendors [REDACTED] and supply  
 OTE with information concerning needed equipment and office furniture.  
 25X1 [REDACTED] would like to have the classroom and learning center available for  
 a grand opening in mid-May. Key questions remain on aspects of funding.

25X1 4. On 26 January, DDC met with an assortment of people from his area,  
 [REDACTED] to discuss audio-visual problems [REDACTED]

25X1 5. [REDACTED] is working on the final edit of CRAFT. He has completed  
 the audio-video portions of 4 disc sides and all of the first disc.

25X1 6. [REDACTED] one of MPB's contractors, met with  
 representatives of ISTD, OS and the DDC to view a rough edit of PC Security.  
 Because the videotape went over the material too quickly and would confuse  
 rather than educate, its script will be re-written and re-narrated.

7. The audio-visual section installed one video projector this week.  
 Taping was done for Soviet Realities on Monday and Wednesday. "French in  
 Action" is being duplicated for use on the TV grid.

8. The following projects have been completed by the visual aids folk:  
 dummy booklets for the Learning Center marketing project; covers for booklets  
 for the Interpersonal Skills course; cover booklet dummies for the Overseas  
 Travel program; and tent cards and posters for the S&T 2000 course.

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SUBJECT: DDC Area Events (18-29 January 1988)

Where We Are Going

25X1 9. C/CBTG will meet with [ ] Chief, Program Management Branch,  
25X1 OIR, over a pizza lunch on Wednesday, 27 January, to discuss CBT and possible  
applications for the DI. After the initial meeting with [ ] C/CBTG will  
brief the branch on what OTE is doing in CBT.

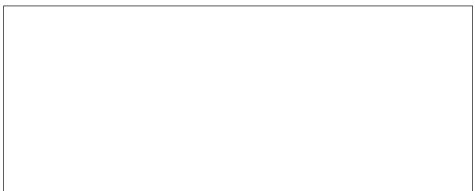
10. On 27 January we will chair a meeting of Agency personnel concerned  
with INF-related training to sort out design and resource issues. On  
29 January we meet again with other agencies on this issue at DIC.

11. The FAST TRACK of the CRAFT project will be off-line edited next  
week. This will leave only final editing and the inserts for a total of five  
discs to complete the project.

25X1 12. A meeting was held with [ ] on the DA orientation project.  
He will meet with representatives of SACTD, CTD, and directorate offices to  
get their input.

25X1 13. [ ] is being trained in video editing and has reviewed several  
25X1 OTE productions in preparation for his work on the Soviet Realities tapes.  
Plans are for him to assist on productions, do research, and finish the Soviet  
25X1 Realities project [ ] We will also ask for his assistance in  
marketing some of our productions.

14. The audio-visual section will be working Saturday to install an  
additional projection system.



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26 January 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[Redacted]

Chief, Information Systems Training Division

SUBJECT: ISTD Weekly -- 20-26 January 1988

1. The SCRIPT course on 14-15 January was again a self-paced class using the SCRIPT self-study book and corresponding videotapes. At this time, a description of SCRIPT as a self-paced course will be sent to all training officers. SCRIPT, as a second level class, lends itself well to this method because of the variety of abilities of students. Ten students completed the course, one at noon on day 1, two at the end of day 1, the others all finished at noon, day 2. Those who had problems editing in VM did not slow down those who had no editing problems. Individualized help was given to those who needed it.

2. The Political Psychology Division of LDA invited ISTD to provide special SAFE D3.1 training at LDA/PPD for a number of its people on 20-21 January 1988. LDA/PPD is presently under-staffed with analysts handling multiple accounts. The in-house training given by ISTD was very effective for the members of LDA who attended. The training was tailored to meet their immediate individual needs. After the LDA students have used SAFE for a week, ISTD will provide them with an additional day of in-house follow-up training.

[Redacted]



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Administration Division Weekly  
19-22 January 1988

Conferencing

Requirements received for 21-23 February DCI Conference; number of personnel attending has increased to 20.

Space

Set up meeting at request of Integrated Logistics Support Program representative for 25 January to meet with OTE representatives regarding computer classrooms (4C088 and 4C090) in New Hqs Bldg. Still researching status of other previously assigned rooms in NHB.

Miscellaneous

25X1 Coordinated visit of [redacted] audio visual and classroom design  
25X1 consultant, with C/Support [redacted] for 10 February [redacted] with D/OTE.  
25X1

[redacted]

Training Selection Board

[redacted]

Prepared nominating letter to Army War College for Resident Class of 1989.

Prepared letter to Brookings Institute informing them of changes to our nominations to 1988 conferences.

Budget and Finance

25X1 C/B&F attended the OF Chief Budget Officers Conference [redacted] on 19 and  
20 February. The theme was "Management and Leadership" in the career  
service. Presentations were given by the ADDA and the DDS&T.

A surprise cash count was conducted on Friday, 22 January, by two members of OF/Accts Division.

Security

SO contacted Hqs Security Division re new signs for SPO area re prohibited items and consent to search.

25X1 Talked with SPO [redacted] re console plans, etc.

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25X1 SO and D/OTE spoke with a rep from Security re a case [ ] which will involve LWOP in the future.

25X1 Submitted paperwork to Clearance Division for a SECRET clearance on [ ] to enable him to [ ] on 10 February.

25X1 Gave a special TK briefing to [ ] employee to enable him to take a course.

### Personnel

C/PB attended two meetings on 20 and 22 January with all DA Component Personnel Chiefs. At these meetings we were briefed by DD/PERS and DD/E on D/Personnel's briefing scheduled for 26 January at the DA off-site Conference. D/PERS will be briefing the DA Office Directors on key issues concerning Employment, CSGA and Three-year Trial Period.

C/PB attended a meeting on 22 January with all DA Component Personnel Chiefs and the ADDA. Mr. Mahoney reviewed recruitment in the DA and the "mix problem."

C/PB served as Advisor to the SPB on 19 January.

Liz was scheduled to go to Detroit, University of Michigan at Dearborn, for recruitment of Co-op students; however, the trip was cancelled due to weather conditions.

### Panel Support:

- DC/PB distributed secretarial performance award information to Panel members to assist them in their evaluation of secretaries on 27 January.
- Continued preparation for the IS Performance Award Panel, the GS-07/08 LIP, GS-07/08 TA and the GS-07/08 General Panels.

### Logistics

Met with architect and gave him requirements for additional showers for exercise room. Plans will be delivered on 26 January.

GSA repaired second malfunctioning roof air conditioning unit; parts are still on order for one unit.

25X1 Relocated PSB to new office [ ]

25X1 OL advises that our lease negotiations for off-site parking for Lot #9 and [ ] is still on-track.

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26 January 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[Redacted]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

1. On 20 January 1988 DC/LTD, AC/RLD, and C/Curriculum and Staff Development met with Computer Scientist/Researcher [Redacted] from ORD's Information Systems Research Division. We discussed types of practical research projects ORD might want to consider for future development---basically various types of job-related self-study Russian reading courses incorporating natural language processing and artificial intelligence. The meeting was exploratory and hopefully laid the groundwork for future collaboration. [Redacted]

2. At the invitation of the University of Maryland's English Institute and Center for Instructional Development and Evaluation, LTD's Chief, Curriculum and Staff Development [Redacted], Chief, CBT, [Redacted], Japanese Instructor [Redacted] and Swedish Instructor [Redacted] visited College Park on 21 January 1988. On the agenda were the use of low-tech equipment (audio and video tapes) to enhance the teaching of English as a second language and the much-publicized pilot version of a Japanese interactive video course under development at the University of California, and being evaluated by the University of Maryland.

All four visitors came away with some good, new and inexpensive ideas to implement in the language classroom. The Japanese interactive video program, however, was a disappointment: state-of-the-art high tech, but dismally unimaginative instructional design. The content was a series of TV commercials, first played without and later with sound. After each video sequence, the student was asked what he thought was going on in the commercial. Questions and answers were in English, and there was no attempt at guiding the student to further comprehension. [Redacted]

3. As part of the OTE "Instructors' Training Program," Slavic and Germanic (S&G) Branch Polish instructor [Redacted] presented the 25 January Brown Bag Lunch session on the topic "Language Awareness." [Redacted] (PED Staff) praised the talk for its "diversity and the outstanding quality of the handouts." [Redacted]

4. In conjunction with the Russian curriculum review, Professor Gerard Ervin of Ohio State University recently consulted with the LTD OTE's LTD Russian staff, giving key guidance on implementing the new program and noting that significant progress had been made since his last visit--specifically, a full report on the components of the new Russian Basic Course. [Redacted]

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SUBJECT: Language Training Division Weekly Report

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5. Acting Chief/Romance Language Department [redacted] and Russian Curriculum Coordinator [redacted] participated in the Translation Forum meeting on 22 January 1988 to finalize plans for the Translation Conference to be held on 29 March 1988. [redacted]

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6. There were 21 reading and 18 oral proficiency tests the past week compared to 24 reading and 23 oral proficiency tests the previous week. [redacted]

[redacted]

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26 January 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[Redacted Name]

Chief, Career Training Division, OTE

SUBJECT:

Career Training Division Weekly Report  
19 January 1988 through 26 January 1988

A member of <sup>OTE's</sup> the Career Training Division accompanied the SSA/DDA and the Chief/Support Staff/OC on a DA CT recruitment trip 10-16 January. Presentations on the Career Training Program were made in three cities: Dallas, Phoenix, and Seattle. Applicant turnout was excellent; approximately 130 people attended the sessions, all of whom stayed to register for January PATB testing and to talk with Agency representatives about the Program.

AM

[Redacted Content]

25X1

[Redacted Content]

[Redacted Content]

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26 January 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[Redacted]

Acting Director, Center for the Study of Intelligence

SUBJECT: Weekly Report/CSI

*sponsored by OTE's Center for the Study of Intelligence*

Approximately 20 people attended the Interdirectorate Seminar/ [Redacted] the evening of 19 January 1988. [Redacted] Assistant NIO for the USSR and author of the recent estimate "Wither Gorbachev", shared with the group his views on the tactics Gorbachev is pursuing, his chances for success, and the implications of these policies on US-USSR relations. ~~An animated discussion followed the talk~~ [Redacted]

A group of about 35 NSA research and engineering specialists was given an overview of the major functions of the CIA on 21 January. The group seemed appreciative of our efforts on their behalf and several people commented that they left with a much better understanding of the work done by the Agency than heretofore. [Redacted]

[Redacted]

[Redacted]

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26 January 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

25X1 1. The members of the Secretarial Training Branch held their annual  
25X1 planning retreat [redacted] 21-22 January. Instructors and Training Assistants  
25X1 examined their programs and resources and made plans for future activities.  
[redacted] led the group in some human interaction and sensitivity  
training. The DTE joined the group for a Q&A session on various aspects of  
secretarial training. [redacted]

4. ✓ 2. During calendar year 1987, ~~the~~ <sup>O.T.E.'S</sup> Secretarial Training Branch approved  
credit for 135 self-study Skillbuilder courses completed by field secretaries.  
Course exercises were graded by the appropriate instructors, and a memorandum  
of completion was sent to the students' Training Officers. ~~STB~~ <sup>O.T.E.</sup> also approved  
262 Secretarial Course Substitution Requests last year, ~~on behalf of the DTE.~~  
Credit for the courses ~~in question~~ was posted in the employees' official  
training records. [redacted]

25X1 3. STB instructor [redacted] participated in a recent OTS Managers  
25X1 Conference on Communication and Counseling at STB. She presented a segment  
25X1 titled Life Style, Managerial Style, and Organization Culture and assisted in  
the supervisor/employee roleplays. [redacted]

25X1 4. [redacted] instructors in STB, conducted a  
25X1 dedicated running of Professionalism in the Office for twenty-three support  
25X1 personnel [redacted] on 20 January.

25X1 5. [redacted] an instructor in STB, conducted a two-hour session  
entitled Your Image for 42 new employees as part of the Office of  
Communication's Orientation on 15 January.

26 January 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]  
Chief, Intelligence Training Division

25X1 SUBJECT: ITD Weekly Report [redacted]

25X1 1. On 19 January, SRI's Block on Soviet Intelligence Services and  
25X1 Their Activities heard a presentation by [redacted] of SE Division  
25X1 on the organization and responsibilities of the KGB. [redacted]  
comprehensive coverage of the subject provided an excellent foundation  
25X1 for future sessions in this block. The second half of the 19 January  
25X1 session featured [redacted] of the CI Staff who spoke on

2. On 19 January, Arkadiy Shevchenko, former Undersecretary General  
of the United Nations, spoke to the Soviet Foreign Policy Block class on  
"The Making of Soviet Foreign Policy." The speaker described the role of  
several government and party institutions in the formulation and  
execution of foreign policy, but concentrated especially on the Ministry  
of Foreign Affairs (MFA). Shevchenko stated that the MFA submitted its  
reports and recommendations to the Politburo, the final authority in such  
matters, but on many issues reported also to the Council of Ministers and  
the Central Committee. In Shevchenko's opinion, government officials  
tended to be more pragmatic in their approach to foreign policy issues,  
while members of the International Department were more influenced by  
ideological factors. [redacted] EURA, spoke to the Soviet Foreign  
25X1 Policy Block on "Soviet Foreign Policy: Khrushchev to Chernenko," on  
25X1 25 January. The speaker stated that there were several striking  
parallels between foreign policy in the post-Stalin period and in the  
first years of Gorbachev's assumption of leadership: in both periods,

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25X1

SUBJECT: ITD Weekly Report [redacted]

constant references have been made by the leadership to new concepts and new directions; thorough-going reexamination of important issues has been undertaken; and efforts have been made by the Moscow leadership to get out of "cul-de-sacs," e.g., the Korean War in 1953 and Afghanistan presently.

25X1  
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3. [redacted] presented the Seminar on Intelligence Analysis (SIA) to a group of 17 counterintelligence analysts at the FBI in San Francisco from 12 - 22 January. Participants believed the course was extremely valuable to their work and expressed a desire for more analytic training in the future. The training was requested by Mike Henry, an FBI supervisor in San Francisco. He had learned about the SIA from colleagues at FBI Headquarters in D.C., whom Analysis Training Branch has been advising on training FBI analysts. Two attended a running of the SIA [redacted] in 1987.

25X1

4. The third running of the course on Understanding Insurgency and Counterinsurgency was held [redacted] 19 - 22 January. Nineteen students attended including four from NSA. Students gave the course an overall rating of 4.63 (on a 5-point scale) and spoke highly of the case studies [redacted] which featured speakers from both the DI and the DO. [redacted]

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5. The seven students from FBIS and the DI who took the DI Overview Course on 22 January gave the class a 6.6 rating.

25X1

[redacted]

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5. OTE~~W~~ Computer~~W~~ has started development of a computer-based-  
✓ training (CBT) version of ~~the~~  
~~OTET~~ a training program for T+A clerks. Our goal is to have the CBT course ready by July 1988.

